

Military strength: *The first virtue in a soldier is endurance of fatigue; courage is only the second virtue.*
—Napoleon Bonaparte, French emperor, 1769-1821



*By Lt. Col.
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HED Commander's Comment

Outlook optimistic for 1999

Last week's Holiday Party was a fitting way to end 1998 as we look forward to 1999. Even though the year was full of challenges, the District has much to celebrate. In March, the District successfully emerged from the operating Division after a generation of shared spaces, people and functions. In July, the District smoothly turned over all of its top leadership positions. In September, the District closed out the fiscal year, meeting all the key goals directed by Headquarters and successfully awarding all of our customers' end-of-year funds. Throughout the year, many great projects were completed.

Of course, looking back on 1998 one has to also take note of the difficulties we endured, most especially the downsizing of the District. Thirty-six individuals lost a permanent or temporary grade in the March RIF that separated the District from the Division. Since July, and in response to the District's financial crisis, about 50 individuals left the District voluntarily, aided by our aggressive outplacement efforts and offering of buy-out opportunities.

The District has lost many wonderful people. They carry with them many years of experience. We will miss all of them. To each of them go our best wishes for future success and happiness. Nevertheless, we can take some satisfaction in the cancellation of the October RIF. During 1998 no permanent employee lost a job involuntarily, a tribute not only to those who left and to those who brought new income opportunities to the District, but also to every member of the District who continued to do outstanding work despite the turmoil.

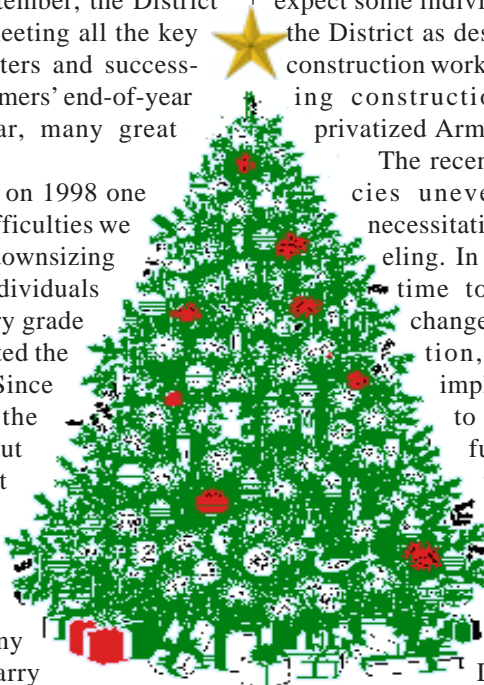
The outlook for the District in 1999 is good. Based on the most recent figures of anticipated income the District should be readily able to afford

its current workforce. Although a project-funded organization such as the Corps cannot absolutely guarantee there will not be a future RIF, there is no reason to expect involuntary separations from the District at least through 2001. While the crisis is over, we will have to continue to be carefully responsible with our limited funds. We can also expect some individuals to have to move within the District as design work gives way to more construction work in FY00 and as Family Housing construction becomes increasingly privatized Army-wide, beginning in FY01.

The recent downsizing created vacancies unevenly across the District, necessitating some personnel cross-leveling. In consequence, this as a good time to also make some modest changes that realign the organization, in order to more fully implement project management, to strengthen our focus on the future, and to flatten the structure of the District.

Last month the District's senior leaders debated these ideas and achieved consensus on changes to implement them. This month the District's leaders briefed the outlines of these changes to the Division staff and received a generally favorable review. Next month we envision finalizing plans for specific positions and beginning personnel actions.

Two things stand out in this effort: This is planned as the last significant structural change in the District for at least the next two years. With stability in structure for the first time since 1991, the District should then be able to turn its attention to its processes instead. Secondly, as we try to fill vacancies and emerging needs we will look



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Pressure: *In the arena of human life the honors and rewards fall to those who show their good qualities in action.*
—Aristotle, Greek philosopher, 384-322 B.C.

Profile

POD Chief of Staff looks toward future

When Col. Donald R. Pawlowski assumed duties as Deputy Commander of Pacific Ocean Division (POD) in August, he did more than change location from his previous assignment as Director of Public Works (DPW) at Fort Leonard Wood, Mo.—he actually reversed roles and found himself no longer a consumer of Army Corps of Engineers services, but a provider.

“I was very excited about joining POD,” he said. “While with DPW I had an opportunity to do partnering and to improve relations with Kansas City District. General Ballard has done a lot to bring all engineers together and he gave me an opportunity to participate. Now I’m able to apply what I’ve learned to matters of concern to the Corps.”

This is not, however, Pawlowski’s first experience with POD. During his nearly 25 years in the Army, he said that he has served throughout POD’s area of responsibility. He was Army liaison officer with the 30th Naval Construction Regt. in Guam; chief of Facilities Engineers at the Cold Regions Test Center at Fort Greely, Alaska; Facilities Engineer staff officer with U.S. Forces, Japan; and was commander of the 802nd Engineer Battalion at Camp Humphreys, Republic of Korea.

As Chief of Staff, Pawlowski said that he has been involved in both the physical and functional separation of POD and HED. He is in the position of keeping both the commander and department heads informed so that the organization as a whole can “excel in the execution of its mission.” Pawlowski also has assumed a leadership role in trying to develop a picture of the future for the Division as a whole.

“We see opportunities to become more forward-looking



as a corporate body,” said Pawlowski. “General Strock is a member of the campaign team at USACE looking at strategic plans for the Corps. In addition to attaining the Corps’ Vision, we are concerned with long-term results and are setting the stage for our successors.”

POD Chief of Staff Col. Donald R. Pawlowski talks about strategic planning and the importance of mapping out scenarios for the Division’s future. Photo by Alexander Kufel.

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first to existing members of the District. This realignment is organized with the intent that no one will lose a job or grade, although some might have to change duties.

Achieving stability in personnel will promote our success in other areas as we confront different challenges in 1999. In January and February we will have a HQUSACE Command Inspection. By October, we hope to begin a major shift of offices, physically separating the Division staff from the District and moving everyone out of Building T-1, which will then be torn down.

I believe 1999 will be a pivotal year for the District’s future. Whether the District will shrink or grow during the next five years will largely be determined by how well we improve our pro-

cesses and promote new opportunities. How well we are able to work together in teams to support our customers will decide the District’s fate. I urge you to participate in these efforts and to continue doing great work to accomplish the District’s current missions.

The beginning of a New Year normally calls forth resolutions of self-improvement. My ambitions for the District include greater customer satisfaction, more efficiency and value in project delivery, more effective financial management, more consistent recognition and care of individuals and more investment in the individual professional and leadership skills that are the basis for the District’s future success. My personal goal is to get to know better the many wonderful people of this organization.

I hope you share these goals and can join me in looking with optimism to the New Year. Best wishes to you and your family for the holidays.